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PERSONNEL ADMINISTRATION

December, 1922

Impressions of the Pittsburgh Convention

By W. J. Graham

Vice-President, The Equitable Life Assurance Society of the U. S.

THE inaugural convention of the National Personnel Association, held at Pittsburgh, November 8, 9 and 10, confirmed the fondest hopes of the organizers and promoters that this new body has a broad field of usefulness and is geared up to function in that field. This judgment seemed to be the unanimous opinion of the 350 people who registered for the convention and faithfully attended its sessions. The quality of these men and women was of notably high order. Many were officers of companies—presidents, vice-presidents, and executive officers—while the outstanding attendants were personnel executives in active charge of industrial relation activities. The company membership was well-represented by delegates of large calibre and the individual membership, which also was present in large number, likewise produced the type of man able to contribute importantly on the various phases of the personnel problem and able to assimilate and appreciate authoritative contributions from fellow members. It seemed the accepted opinion that an association which could draw together a group such as registered for this convention had the right material for making a dominant organization of its kind.

President Kincaid carried along the membership in enthusiastic endorsement of his outline of the field in which the National Personnel Association could and should operate. He ably sketched the organization and its program. Mr. Kincaid's speech was a masterpiece of analysis of industrial relations and personnel problems. As this address is in print, no attempt will be made to describe it. It leaves no necessity for describing the convention's attitude on the aim and field of the new association since the convention made Mr. Kincaid's speech its platform.

Many of the members who participated actively in the work of one or more of the parent bodies, came to the convention in a somewhat skeptical frame of mind regarding the new organization. The

early sessions of the meeting dissolved all such skepticism as was illustrated by the avowal of four representatives from Buffalo who got up in meeting to say that they had come in "show me" mood but that they were shown completely and to the extent that they were returning to Buffalo to sell the National Personnel Association to the local association. Two of this delegation whose companies were not members of the national association proposed to request their organization to take out company membership. The Vice-President of one of the largest companies in the country stated that he came to the convention as a matter of duty, not expecting to enjoy or profit by it and that not only had he done both but that, as a hardened convention-goer, he had gotten more out of this convention than out of any he had attended for a long time. The Chicago representatives, at a special luncheon to which they invited officers of the association, pledged themselves to convince the members of their local industrial relations group of the value of the National Personnel Association and to secure its affiliation. These expressions are representative of the attitude of other groups. The opinion was general that the National Personnel Association deserved the support of employing companies and that subscribing company membership should and would be obtained by the solicitation of those who had attended the National Personnel Association, to the extent of absolutely insuring the success of the new organization.

Two of the most important addresses of the meeting were reserved for the dinner Thursday evening. E. K. Hall, Vice-President of the American Telephone and Telegraph Company ably handled the topic, "Management's Responsibility for and Opportunities in the Personnel Job." The other speaker of the dinner was Michael Pupin, immigrant, inventor and engineer in the field of electro-mechanics, and a professor at Columbia University, who spoke on "The Immigrant's Point of View." This speech gave in lucid and interesting form the viewpoint of the American citizen and the viewpoint of the immigrant. The question of immigration in connection with labor problems naturally came up at the convention and was given much consideration.

In the sessions, the immigration subject was ably handled by J. M. Larkin, Assistant to the President of the Bethlehem Steel Company. Mr. Larkin discussed the present law from the viewpoint of both the protagonist and the antagonist in a thoroughly judicial manner, bringing to the discussion the attitude of big business as well as considerations which affected the subject from viewpoints of society at large and the immigrants themselves. Mr. Larkin's discussion oc-

curred at the Thursday afternoon session and followed a most interesting exposition of the employees' representation question by Charles W. Garrett, Assistant Personnel Manager of the Pennsylvania Railroad. Mr. Garrett talked on the plan of employees' representation now in operation on the Pennsylvania Railroad. He gave briefly a history of the plan and read at length from Mr. Atterbury's statements as to the purposes desired to be achieved and of the experiences on the road in the way of achievement. Mr. Garrett stated that discussion of this kind, in his judgment, should include speeches from the employees themselves and he had, therefore, divided his time with two such men separately representing large groups of the Pennsylvania Railroad employees. The speeches of these two men created a great deal of interest as they spoke with the greatest freedom and most apparently from an attitude of previous antagonism mellowed by the conviction that the employees' representation plan was the solution to better relationships, alike to the advantage of employer and employee.

An excellent analysis of industry and how the moneys spent in industry are subdivided for service and material was given by C. M. Ripley of the General Electric Company. This speech is in print and is worth the reading of all in industry as it is calculated to show that the employer's stocking is not a bottomless affair and that the amount drawn therefrom that goes directly to the worker in wage and salary is relatively large. How it is drawn and how it goes to the worker was entertainly illustrated by stereopticon slides.

Another important session was that discussing the activities of local personnel and industrial relations groups. Messrs. Oscar Miller of the Standard Oil Company and J. W. Dietz of the Western Electric Company described methods of making the local groups more effective and also presented ideas as to how the National Personnel Association could cooperate with the local groups.

There was an excellent presentation of the subject "Cooperation Between Chambers of Commerce and Local Industrial Relations Councils in Personnel Activities" by Martin F. Dodge of The Merchants' Association of New York. This meeting was used to advantage by the representatives of local industrial relations councils to describe their work and to ask for suggestions as to how they could make it more effective.

"Labor Turn-over" was treated in a session presided over in a masterly fashion by S. R. Rectanus of the American Rolling Mill Company. This session brought out many important comments from

the floor and a number of illuminating questions which were answered in equally illuminating style by the chairman.

The subject of "Pensions" was treated in a special session presided over by the popular C. S. Ching of the United States Rubber Company. Mr. Ching's remarks covered the subject well, considering the brevity of his speech, and led up to the introduction of Daniel Bloomfield, who made a lengthy and judicial speech on this subject. Many contributions were made from the floor. Attention was called to the use of thrift as an important supplement to personnel pension plans and as a substitute, under certain conditions, for pension plans. The employer would find that contributions to thrift funds, which put the employees in funds largely of their own making at time of superannuation, pointed a way to at least a partial solution of the pension problem.

Other subjects treated at the session were "Developing Men for Executive Positions," "Shop Training," "Employee Publications," "Foreman Training Methods," "Motion Pictures," "Job Specifications," "Training the Personnel of Small Offices" and others of similar nature. A large number of those present who entered into these specialized sessions, which were held in subdivisions for those most interested, expressed themselves as highly gratified with what they had gotten out of the convention both from the leaders of the discussion and from the contributors on the floor. At the conclusion of these meetings, it was gratifying to note how the convention broke up into little groups where the more intimate types of personnel query and exchange of ideas were possible.

The social side of the convention was hospitably and generously attended to by the Pittsburgh Committee on Arrangements. This committee provided informal music and dancing. The members in attendance proved to be good mixers as well as good dancers. The ladies were extensively entertained by committees of Pittsburgh women. Opportunity was afforded for friends and co-workers from different parts of the country to get together at luncheon and dinner hours. Dr. Henry C. Link, of the United States Rubber Co., was congratulated by all those who knew the large part he had in arranging the program.

The first convention of the National Personnel Association is now history. It fully justified itself. It points the way for developing a national body with great opportunities for service and with apparently an organization adequate to the opportunities.

Employee Education Through House Organs and Other Publications

By Manley M. Ellis

MANY industrial and business corporations have long found it advantageous to issue publications imparting special knowledge and information to their employees. But the extent to which this is done and the methods used to accomplish it vary from year to year among firms. Moreover, policies in this, as in other particulars, are scarcely ever the same with any given firm for two years in succession. It was, therefore, to obtain more complete and up-to-date data on the subject that the study, of which the following summary is but a part, was undertaken.

The Survey

In March, 1922, a form letter was sent to each of the 130 company members of the National Association of Corporation Training and to a number of other firms. (Data from the latter are not included in this summary). This letter requested information as to the extent to which these firms were educating their employees for safety, general information, morale, Americanization, technical training, etc., by means of house organs or other publications.

In all, 85 replies were received from members of the Association. They were especially indicative of the present status of the house organ. Forty-seven firms, or 56 per cent, of those replying indicate that they are publishing a successful house organ; 13, or 15 per cent, say that they have until recently published one, and are considering its resumption; while 25, or 29 per cent, do not publish regular house organs. Most of the answers of the latter class take pains to explain why a house organ would not be a feasible proposition for them. One firm states that too few men are employed in its plant; another that it employs mostly negroes. Several say that they have other methods for reaching employees, such as posters, occasional publications, personal contact, technical courses, etc. Most of those who have temporarily discontinued their publications state that this is due to "unfavorable business conditions" or "financial difficulties." The facts in the case seem to be that during and immediately after the war, a large number of firms made tremendous profits. They

NOTE—This study was made in the Department of Vocational Education, University of Michigan, under the direction of Dr. George E. Myers, Professor of Vocational Education.

also spent freely, and one of the common ways of spending money was on an elaborate house organ. Furthermore, income taxes were high and an expensive house organ was a good way out of paying them, since legitimate expenses were subtracted from profits upon which the taxes must be paid. Last year when the economic slump struck the country, the house organ, being in many cases considered an unnecessary expense, was discontinued. There was, however, another reason for the increase in the number of war-born house organs. Many firms employing alien labor found that a large proportion of the men were none too loyal to the government, and, therefore, were not stimulated by the emergency to increased production. The house organ in many cases served to remedy this condition by inducing better morale and loyalty. The fact that practically all of these replies state that an early resumption of the publication is anticipated, augurs good for house organs in the near future.

The letter sent out also requested copies of house organs and other publications of an educative nature. The forty-seven firms whose replies indicate that they publish house organs, sent copies of sixty-one different regularly issued publications. A few of these are: "The Armour Oval," "The Kodak Magazine," "Western Electric News," "The Santa Fe Magazine," and "The Bowser Booster." Most of them are magazines issued monthly, although a few come out weekly, bi-weekly, or quarterly.

Education Defined Broadly

Ordinarily, the term "education" is used in a restricted sense, and is taken to mean merely the school training of the young. But, for the purposes of this study the word has been given a broader meaning. It might, as used here, be defined as any process which trains any individual so that he is more efficient and of more value to himself, to his employer, and to society. That there is a need and a place for such education among industrial and clerical workers is clearly shown by the excellent results some firms have achieved through their publications.

Educational Features of Employee Magazines

An analysis of the sixty-one house organs examined, shows that a few of them are not of direct educational value in that they contain news items exclusively. The great majority of the publications, however, play up definite educational features. Those that seemed most prominent and significant are enumerated below.

1. Education for Morale.

Morale or esprit de corps is a mental attitude. It is the satisfied state of mind that exists when employer and employee understand the problems, limitations, and good qualities of each other. Morale is an indispensable element in the success of any project which requires co-operation between men and groups of men whether in conquest, business, or industry. Increased production, healthier thoughts, and contentment are results of good morale. It is, however, hard to pick out the qualities that make for morale in industry by an examination of house organs. Conditions in different plants vary so greatly that articles or news items that would contribute to morale in one might have the reverse effect in another. But certain kinds of published material are written for their morale effect. The best that could be done was to consider that they accomplished their purpose, and tabulate them accordingly. These types of material together with their percentage of occurrence are:

- a. Personal and Social news items—practically 100%.
- b. Athletics—about 75%.
- c. Company policies—26%.
- d. Acquaintance with the business—62%.
- e. History of the firm—12%.

2. Education for Technical Training

Nearly one-half of the house organs examined contained articles of a technical nature. Articles on radio, metallurgy, electricity, etc., are common especially in the publications of industrial firms.

3. Safety and First Aid Education

Pictures, articles, graphs, and reports of safety and first aid activities are found in 45% of the house organs. Articles and illustrations of safe methods of machine operation and figures on accident prevention and frequency must have, if well written, a very salutary effect on employees.

4. Health Education

Closely allied to safety education is health education. In a number of cases the plant physician has articles on health; in others, syndicated or copied articles give valuable pointers to the employee on the subject of health. Health articles were found in 31% of the house organs.

5. Education for Thrift and Investment

This type of education is accomplished by general articles on thrift and by somewhat technical, but easily understood, articles on bonds, stocks (especially the stock of the firm itself), and other forms of investment. Several firms allow their employees to buy company stock at special rates. A number of them encourage home building by loaning employees money for this purpose at low rates of interest. 31% of the house organs gave space to thrift and investment education. Incidentally, this kind of education is one of the very best types of morale builder.

6. Ambition

20% of the house organs try to foster ambition in their employees.

This is done by firms that maintain training departments as well as by those in which vacancies are filled by promotion from the employed personnel. In a number of cases, house organs take great pains to explain the advantages to be derived from pursuing the technical courses offered by the firm.

7. Americanism and Patriotism

This type of education is carried on extensively by firms which hire a large number of foreigners. These foreigners lack the fundamental background against which our institutions and national processes should be viewed. For those who can read English, no happier means than the house organ for supplying this background could be found. For foreigners who do not read English, Americanization classes should be organized. A large number of firms employing foreign labor either have such classes or encourage their employees to attend evening classes in the public schools. 20% of the house organs gave space to Americanization and Patriotism, while 16% tried to foster a better understanding of capital-labor relations by articles explaining wage cuts, or by articles designed to combat radicalism.

8. Waste Elimination

This type of education pays immediate dividends, for who is as careless of waste as the American! Illustrated articles on keeping machines busy, stopping leaks, using all of the material on a job, and the safeguarding of tools are found in but 12% of the house organs. More space should be devoted to waste prevention in more of the house organs.

9. Sales Education

Firms such as oil, insurance, and automobile manufacturing corporations which market their own product usually publish two organs—a field organ for the sales force, and a house organ for the plant employees. The field organs naturally stress sales education. House organs of department stores try to promote better selling records among the clerks by featuring competitions, selling talks, selling hints, courtesy, etc.

10. Book Reviews and Library Lists.

Firms that maintain libraries generally use their house organs to give the library wider publicity. A number of the house organs contained reviews of books likely to be of interest or value to employees. Library lists of new and interesting books and magazines were found in a few of the house organs.

Educational Features Through Other Publications

Twenty-four of the firms responding to our letter, sent publications other than house organs. These are occasional publications issued as the need arises—often on the spur of the moment. They take the form of posters, bulletins, folders, pamphlets, announcements, etc., and are sometimes printed and sometimes mimeographed. Their chief advantage is that they convey special information to the

employee more quickly and surely than does the house organ. Some of the subjects treated in these publications are:

1. General and special firm features and policies such as company insurance, company stock, loan funds, wage schedules, etc.
2. Safety and first aid instruction—usually illustrated posters on the subject.
3. Outlines of training courses offered by the firm.
4. Morale education. This is often done by placing large posters in such conspicuous locations that the men cannot help seeing and reading them.
5. Instruction in sales methods.
6. General information about the plant. This is largely for the instruction of the new employee who is handed a pamphlet which gives him necessary information as to rest rooms, lockers, showers, rules of conduct, etc.

Conclusion

The conclusion reached by the writer after his careful study of house organs and other publications is that a properly supported and well edited plant organ supplemented by suitable and timely occasional publications cannot have other than a beneficial effect upon the employees and cannot be other than a paying proposition to the employer. It is true that most of the house organs do not seem to have definite aims. The editor cannot loaf on the job and have a live house organ. He must know the plant personnel and their needs. If he does not know how to give them what they need, he must find a way to do so. Many of the publications examined wasted valuable space with seemingly trivial items that could not contribute to any well defined end. If the house organ is to endure, it must stand on its own feet; it must supply the information the employees actually need and not what someone thinks they need; and the sooner editors and executives realize this, the better. Replies to our letter indicate that the right type of house organ is here to stay, but they also indicate that the time is near at hand when the principle of "survival of the fittest" will have taken care of the poorly conceived and improperly edited house organ.

New Member of Industrial Board.

Mr. Harry A. Nye of the General Electric Co. of Erie, Pa., and a Director of the Board of Commerce, has been appointed by Governor Sproul as the new member of the Industrial Board to fill the vacancy

created by the death of Dr. A. L. Garver in March, 1920.

Mr. Nye wishes to assure those members of the Association who are located in Pennsylvania that, as a member of this board, is is his desire to serve their interests to the best of his ability.

Reviews and Abstracts

"Ten Years' Progress in Management." By L. P. Alford. A paper presented before the American Society of Mechanical Engineers during Management Week, October 16-21, 1922.

It is certainly a wise and important action that there should be a periodical stock-taking, an inventory of progress of any important movement as a basis of rearrangement for future progress, and particularly that those who are fundamentally and open-mindedly practical students and contributors to its progress may check up and round out their experience.

Certainly no movement is more important to the greatest number of people than industrial management, unless it be government and agriculture, nor more needing practical review.

The American Society of Mechanical Engineers has commissioned Mr. L. P. Alford to make such a review for consideration during Management Week, and he is eminently fitted for the task, not merely because a decade ago he performed the same task, but because since that time he has devoted his time as a student of the situation.

The author briefly points to the great hindrance in this last decade to management progress—the great war and its immediate succeeding years of overwhelming prosperity and skyrocketing prices, when management was rather trailing actual production than controlling it. While this has been a great deterrent, undoubtedly it has left a period of depression in its wake, compelling economic action, and particularly a greater comprehension of the human side of industry which may augur well for the next decade.

The report quotes the opinions of presumably experienced managers, analyzes the mental attitudes and factors of progress which have developed as at least promising bases of further progress with some detail; the actual mechanisms of management are discussed and statistics as to their per cent of practical operation on a number of industrial units shown, evidencing rather clearly that while progress is being made, there is a large field for much further practical work.

As further evidence of progress the growth of industrial management societies and management educational courses in colleges are

indicated as real bases of future progress through this essential spread of a knowledge of principles and practices.

The growth of the service motive as a fundamental ideal and the growing understanding and admission of the human element as a definite factor for management consideration are given comparatively important space as marks of progress.

One draws the conclusion that the progress of management development has not been as great in this last decade as in its predecessor, but that the fundamental underlying ideals and principles and certain broader aspects and beliefs have become more widely disseminated and understood, and it is in this respect, as well as some improvement in mechanism operation that encouraging progress has been made.

The appendices offer considerable supporting data.

The report, not written in an inspirational manner, except by such facts as it presents, covers the field in a very comprehensive way, is distinctly a consensus of opinion and fact, rather than a personal view, as indeed it should be, and is very well worth considerable study and balancing against its practice by management now in control, as a start on a new decade of progress.

B. A. FRANKLIN,
Vice-President, Strathmore Paper Co.

Stock Participation Plans for Employees. A Survey by Industrial Relations. Bloomfield's Labor Digest, 6 Beacon St., Boston, Mass., 1922. Price \$1.00.

This survey covers eighty-eight existing stock participation plans, summarizing in charted form the principal provisions of each. It further classifies these plans into four groups, according to whether employes secured their stock at market value, at par, at a discount from prevailing rates, or as a gift. One representative plan from each group is quoted in full.

As a preface the authors set forth their views on several much-discussed features, such as the wisdom of clearly explaining the business risk involved rather than presenting such a plan as a safe investment; the value of the resulting spirit of part-proprietorship; the importance of keeping dividends entirely separate from bonuses and other Company gifts; and the complications of equitable stock redemption when an employe quits.

To those investigating different stock participating plans in detail, this survey is particularly valuable as a reference guide to original sources.

H. F. SEDWICK,
Service Department, E. L. Dupont de Nemours & Co.

Improved Industrial Relations. Published by American Smelting and Refining Co., 1922.

Four pamphlets issued by Simon Guggenheim, President of the American Smelting and Refining Company, for the information of the stockholders of the company explain what has been done since 1913 for the purpose of furthering a closer relationship between the company and its employees. They cover: I. A General Review; II. Accident Prevention; III. Pensions and Welfare; IV. Raising Output and Reducing Costs.

During the last nine years there have been no strikes or lockouts in the nineteen smelting and refining plants of the company in the twelve states in which the company operates. The policy of the company is expressed in the statement, "We were thus fortunate because we have adopted the rule of reasoning and friendly course through which we have reached understandings mutually agreeable to company and employee."

An Inventory Description of Wisconsin's Continuation Schools. By Ed. A. Fitzpatrick and Jennie M. Turner. Biennial Report of the State Board of Vocational Education. Part I, 1918-20. pp. 1-257.

This is a brief description of each continuation school in existence in 1919-20, including a brief statement concerning each city and the general educational and industrial background of the school.

W. J. D.

Working with the Working Woman. By Cornelia Stratton Parker. Harper & Bros. pp. xx + 246.

This book may be valued chiefly as a description of actual experiences of an unusual woman while working in six factories with women whom she tried to understand when they do not understand themselves. As a description, it is extremely well done—readable to the last degree. A concluding chapter classifies workers in three groups:

- a. Labor or class conscious group,
- b. Industrially conscious group,
- c. Industrially non-conscious group.

Her solution is to first recruit the second group from the third by means of methods of management sharing—a tool of education and of developing mutual understanding. The author believes that there has been so much antagonism to organized labor that only the militant, non-constructive type of leader has been able to survive among the unions and other class conscious groups which represent, however, only a small part of American labor.

W. J. D.

Distribution of Income by States in 1919. By Oswald W. Knauth of the Staff of The National Bureau of Economic Research. Harcourt, Brace & Company, N. Y., 1922, pp. v+30.

The purpose of this report is to help those investigators who are concerned with the comparative capacity of the various states to bear increased taxes, to buy goods of various sorts, to absorb securities, etc. It also indicates the relative importance of agriculture in the different sections of the country.

This study undertakes to distribute in so far as possible the aggregate income of the American people among the States on the basis of such official data and other indices as are available. This distribution is based on data for 1919 and no single year is typical. The tabulation will be found on pages 25-30.

It is extremely valuable not only to economists but also to manufacturers, especially national advertisers.

Wages in Foreign Countries. Research Report No. 53. By National Industrial Conference Board. August, 1922, Century Co., New York, pp. viii-131.

This report supplements report No. 40 bringing it down to date and covering a greater number of European countries and a greater variety of occupations.

W. J. D.

Eye Conservation in Industry. Published by the Eye Sight Conservation Council of America, Times Bldg., New York City.

Part of the Study of Waste in Industry, conducted under the auspices of the Federated American Engineering Societies.

Three Shifts vs. Two in Steel. By Bradley Stoughton. Iron Trade Review, October 5, 1922.

This article continues a report started in the Iron Trade Review September 21.

Many specific cases are cited to prove the economy of the three shift plan. For example, the Ford Motor Company claims that it operates its blast furnace on an eight hour plan, 48 hours a week, paying labor 75c an hour, and makes pig iron cheaper than it can buy it.

This is the most intensive study of working hours in the steel industry, and no one can consider himself up-to-date on this topic without reading this report in full.

A. J. B.

The Twelve-Hour Day and the Engineers. By Samuel McCune Lindsay. The Survey, Sept. 15, 1922, pp. 703-4 and 735-6.

Prof. Lindsay's outspoken statement that the twelve-hour day is an anachronism and is condemned by public opinion is a prelude to a practical discussion of the economic problems involved in changing the 500,000, or perhaps 1,000,000 men so engaged, to a shorter shift. After giving a brief account of the movement in this direction, Prof. Lindsay presents some well-chosen extracts from the exhaustive investigation

of the subject by Mr. Drury and Mr. Stoughton, made with the financial backing of the Cabot Fund and directed, in its latter stages, by the Engineering Societies Committee. These extracts, as well as the conclusions of the investigators subscribed to by the Committee, show by what practical administrative steps the change may be made with least disturbance to capital and labor, and indicate the many advantages to both, as well as to the nation, that the abolition of the twelve-hour shift would bring.

H. F.

The Twelve-Hour Shift in American Industry—Summary Report of a Special Committee of the American Engineering Council. Management Engineering, October, 1922. pp. 205-212.

This article is a summary report presenting the conclusions of Mr. Horace B. Drury's report, a general survey of all continuous process industries other than the iron and steel industry, showing the extent of two-shift work and the experience of manufacturers who have changed from two-shift operation to the three-shift or some other system; and Mr. Bradley Stoughton's report, a general survey of continuous process in the iron and steel industry, dealing with the practicability of making the change from the 12-hr. shift to the 8-hr. shift, its effect and method of procedure, together with tabular matter and illustrations.

The following are the outstanding conclusions found in both reports concerning the change from the 12-hr. to the 8-hr. day:

1. The tendency throughout the world is toward the abolition of the 12-hr. shift.
2. In almost every continuous

industry there are plants which are operating on an 8-hr. shift basis in competition with 12-hr. shift plants.

3. To make the change from the three-shift operation successfully and economically it is necessary that:
 - (a) The majority of the workmen appreciate the value of the extra leisure
 - (b) The workmen be willing to concede something in the way of daily income. The plan which divides the extra labor cost equally between the men and the company has been acceptable in a number of cases
 - (c) A survey of the field be made for labor-saving equipment and methods of management which will facilitate the work after the change has been made
 - (d) The plant management study equipment and methods of operation and make every change in the plant and in the organization possible to facilitate operation under the three-shift system
 - (e) All equipment be in condition to respond to increased intensity of operation
 - (f) The workmen be instructed in their duties under the new system and the co-operation of the whole organization be secured
 - (g) The extra trained labor required be available
 - (h) The time for the change be selected with care. Periods of labor unrest must be avoided, the success of each step assured before another is taken
4. In a number of plants where the change has been made with

success the management reports these results:

- (a) Better physical and mental condition of workmen
- (b) Improvement in class of workmen
- (c) Less shirking, tardiness, absenteeism and labor turnover and industrial accidents
- (d) Improved spirit and cooperation of workmen
- (e) More exact adherence to instructions as to working methods
- (f) More uniform methods with consequent attainments of standards, etc.
- (g) Better quality of product
- (h) Increased output per man per hour
- (i) Less material used
- (j) Wastes eliminated
- (k) Longer life of all equipment and fewer repairs
- (l) Greater prestige with the public.

H. C. A.

Requesting and Answering References of Employees. Special report of the Employment Managers' Section of the Philadelphia Industrial Association. Bloomfield's Labor Digest, August 26, 1922, pp. 1227; September 2, 1922, pp. 1236.

This report is compiled for the purpose of obtaining more satisfactory results in the interchange of employees' references between employers. It deprecates forms of questionnaire type in general use in that they do not provide space for answers; that they are stereotyped; and limit the respondent to proffering only information asked for without opportunity to convey other information which might have essential bearing on conclusions. If

a form must be used, a substitute is offered for acquiring desired information. The standard, full size letter head should be used for this purpose. Stamped and addressed envelopes should always accompany inquiries. Point is made that the value of information to inquirer, in many cases at least, should justify a personal letter.

Adherence to facts from employment records and avoidance of expression of personal opinions are recommended unless in cases where extraordinary responsibility is involved. Opinions should be left to each employer.

Emphasis is given to the obligation of the respondent to a request for information; both to his former employee, to assist if worthy, and to protect a fellow employer from imposition of unworthiness.

It suggests that all available details of identity be imparted by both correspondents to avoid deception, especially where cause for suspicion arises.

Courtesy to the inquirer and obligation to worthy applicants demands prompt response to all inquiries for information; the obtaining of a job may be dependent upon it.

The preservation of a copy of information given is advised. If it is, as it should be, an honest and unprejudiced statement, there should be no reluctance to exhibit it to an ex-employee, who may charge his former employer with misrepresentation as the cause of losing another job.

When requests are received regarding present employees, caution is sounded not to resent it nor permit it to reflect on the employee, but rather be wholly frank and state if employee is valuable or assist to

a better position if such is in prospect.

Report declares that even better than a personal letter is the personal visit which will accomplish more satisfactory results than could be obtained by any other means. This, of course, applies to communities as does the comment on telephone reference requests. The latter are to be discouraged as a most superficial and unreliable method of obtaining information.

The "To Whom It May Concern" letter is pronounced of no value and productive of more harm than good. Much better practices are to advise an employee, when he leaves, of a willingness to write to whomsoever may inquire or to present the leaving employee with a written statement of his employment record.

Care should be observed in giving information regarding credit of employees. The employer may seldom know of an employee's credit responsibility and should avoid incurring the displeasure of the merchant or inflicting any hardship on the employee by any misrepresentation.

While it is somewhat beside the subject, the report advises employers not to become involved in the endeavor to assist creditors to collect from their employees. Deserving protection should be extended to them against extortion or the cost of legal proceedings. However, the custom of notifying employers of indebtedness of employees may well not be discouraged as it serves to assist employers to a better knowledge of the habits of the employee.

Court inquiries should be answered freely inasmuch as there should be a mutual relation and that the court can demand information.

A. L. R.

The New Emphasis in the Problem of Reducing Unemployment.

By H. Feldman. Bulletin of the Taylor Society, October, 1922, pp. 176-182.

This article, which the Editors characterize as "the most satisfactory brief analysis of the unemployment problem we have seen," calls attention to a significant change in the attitude toward the problem which augurs well for its ultimate solution. Reviewing the programs proposed in the important English and American studies of the subject during recent years, Mr. Feldman shows that such authorities as Beveridge, Webb, Rowntree and Lasker, and others have seemingly overlooked a phase of the problem which has lately been stressed by discerning American economists. This is the possibility of regularizing work through sound management technique, and thus relegating to a very subordinate place such remedies as public employment exchanges, long range planning of public works, training of the unemployed and universal compulsory contributory insurance. Applying these various remedies to the situation in certain firms, the author shows that really fundamental progress was made where management undertook to regularize work, and he insists that where effort will be exerted in this direction—which he calls a distinctly American contribution to the subject, the "disease of unemployment will be so moderated that a complete cure through the aid of the other and less important remedies discussed should not be difficult."

Unemployment Insurance at a Glance. Special report of the Rochester, N. Y., Chamber of

Commerce. Bloomfield's Labor Digest, September 30, 1922, pp. 1268.

The Industrial Management Council of the Rochester, N. Y., Chamber of Commerce has assembled a mass of information on this subject and dating back to a plan adopted in the Canton of St. Gall, Switzerland, which provided for a fund contributed to by workers only which failed because dues were uncollectible. Another plan was later adopted in 1918 similar to the present British system.

A system adopted in the city of Ghent in 1901 set up a fund, one-half or two-thirds of which was paid by the trade unions and the balance by the city. This plan has since been adopted by over one hundred European cities.

The British National Insurance Act, established in 1911, is the first instance of compulsory insurance. Employers and employees contributed equally and the State added one-third of the total of the other two. It has been estimated that by July 1, 1923, a deficit of 27,000,000 pounds sterling would have been shown under this act. Another form of an insurance act became law in 1920 and is now in vogue, details of which are not given. It appears that this system is an increasing financial burden to the State; it is looked upon as a charity; and does not appear to be a preventive measure.

In the United States, at least twelve states have considered compulsory unemployment insurance bills. In Wisconsin a bill has been before three successive legislatures, is being revised and will be presented again next year. This is said to be the most ambitious in its scope. It imposes the burden

of cost upon industry and is under the supervision of the Industrial Commission. No compensation is to be paid persons leaving work voluntarily, dismissed for reasonable cause, on strike or lockout, or under compulsory confinement.

The premiums are variable, based on the stability of the working force of each employer—the one who hires and fires the most will pay higher rates and those who keep their force working steadily will pay less. This mutual fund is controlled solely by employers.

Four typical individual or plant plans are described. That of the Rowntree Company, York, England, in operation a little over a year, is believed to be successful—but because sustained wholly by employer is regarded as a form of charity.

Several years ago the Dennison Manufacturing Company, Framingham, Mass., set up a fund approximating \$140,000.00, which is controlled by joint committee of management and workers.

The plan of the Ladies' Garment Industry in Cleveland, Ohio, provides for a fund which represents a certain percentage of the payroll of the manufacturers in the industry. It is administered by an Impartial Chairman. This plan seems simple, practical, and effective.

The fund of the Dutchess Bleachery, Inc., is made up by appropriating a percentage of the profits of the business. During the recent depression, the fund was sufficient to maintain relief as provided by the plan.

The conclusions of the report are: That sentiment in this country is largely opposed to compulsory State insurance.

That organized labor is against it.
That leading industries and banks

declare the principle of unemployment insurance is not economically sound.

That no State or Government plan thus far tried has proved satisfactory.

The only arguments in favor of unemployment insurance being the more or less problematical success of the English system, the few cases of individual or plant plans which appear to be giving satisfaction and that the National Industrial Conference Board at least commended the subject as worthy of study.

A. L. R.

A Small Employment Department for a Small Factory. From the Experience of the Logan Johnson Company. "Factory," October, 1922, pp. 392-4.

Employment managers and old-line executives, in small establishments, who sometimes complain that discussion of developments on functionalized personnel administration seem to be devoted almost exclusively to large concerns, should welcome this article.

It starts with the following paragraph: "Many factories think of an employment department as something elaborate that big factories have in order to be in style, but that are unnecessary luxuries in a small force. But here is a factory of 150 people which has found that a service department fitted very well into its needs." And it ends with a statement that so valuable did the work of this department prove that during the business slump it was retained, its forms were kept up, and all its functions continued despite the fact that the factory force sank from 150 to 50 workers.

In between, the article develops the point that the employment man-

ager of the small company has some advantage over the personnel department of a large company in that he is personally acquainted with all the employes of his company and comes in constant contact with them.

Two forms, the complete system of records for this small service department, are reproduced and described. The three main headings of one are: "Factory History," "Previous Record," and "Hygiene." The three main headings of the other are "Employment," "Transfer, Left or Discharged," and "Change in Wage." Invented for the Logan Johnson Company, whose factory is in Boston, they are a contribution to the employment-management system.

Incidentally, the article tells of the work of the "employment secretary" of this company as "service secretary," and says that although she is a "girl secretary" she has found it possible to win her way with foremen and to aid them in developing initiative and ambition through drawing on the outside world of industrial education for material on management and foremanship.

Last but not least, a close study and description of each of the jobs in this factory was made, and of the 99 per cent which justified themselves permanent records of the duties and qualifications involved were written up. This makes rehiring easier. Such an investigation makes "the general manager as well as the foremen keep thinking along personnel lines."

H. E. F.

Keen Rivalry Replaces Bitter Rivalry Between Department Heads.

W. B. Gales, Advertising Man-

ager, W. Seims & Company, Champaign, Ill.

We are coming into a new age of cooperation among merchandising people. Department Store Managers are seeing the need not only of their getting more closely together, but getting the people within in their own store more closely allied. A feeling of bitter rivalry between departments is being replaced by a feeling of keen rivalry and a cooperative spirit is developing.

This not only increases a department's good opinion of itself but develops a greater feeling of pride in the entire organization of which it is a unit.

D. S.

Job Analysis as an Aid to Cost Reduction. By Donald E. Rowe. *Industrial Management*. June, 1922, p. 341.

Job analysis is occupying the attention of many of those in charge of personnel and employment work just now so this article is of timely interest. The writer gives the four major steps involved in such analyses and also gives details to be considered when collecting such information.

C. R. D.

Some Management Methods. Filing and Office Management. May, 1922, p. 145.

The conclusions reached by a successful employer of office workers, which are stated in this article, are very much to the point. He believes that the four essentials in an applicant are: neatness, clear thinking, enthusiasm and energy. He believes that the last-named quality is the most important of all and much of his article is taken up with explaining why he thinks this quality is perhaps the most necessary.

C. R. D.

The Viewpoint of the Employee. By Ernest T. Trigg. *Administration*, October, 1922, pp. 385-388.

"The training of its recruits is one of the most important problems facing the modern business." Starting with this thesis the author gives a number of individual illustrations to show that the employee of today enters business with a different attitude from the employee of former years. Therefore, although our present employees may be better equipped educationally before starting to work, yet they must be trained and developed by the employer through a definite program.

H. C. A.

Personnel Manager with Personality. *Garment News*. September, 1922, p. 21.

In this interesting though rather short article, it is stated that every applicant for employment in the store of R. H. White of Boston, is given a personal interview by the Personnel Manager. After being accepted for employment, the new employee is given special instruction in the methods of the store and in the carrying out of its policies in the Educational Department. The progress of the employee is also carefully watched and if he makes a poor showing, every effort is made to find out what the trouble is. Dismissal only follows after a thorough investigation and after the employee has been tried out in more than one department of the store.

C. R. D.

Making Employee Ratings Comparable. By Eugene J. Benge. *Management Engineering*, October, 1922, pp. 231-232.

It is an acknowledged fact that in using rating scales as a means of judging an employee's ability no

two persons will rate alike. That is, one is a high rater, the other a low rater, etc. In this article a method of using "percentiles" for making the ratings of employees comparable is described and illustrated.

H. C. A.

The Value of Ratings. By Eugene J. Benge and Louis L. McTague. *Industrial Management*, October, 1922.

Here is an original and extremely interesting discussion of ratings. The experiment described includes the results of ratings given on the basis of: (1) Probable Yearly Salary; (2) Brunette or Blond; (3) Aggression; (4) Intelligence; (5) Probable Ultimate Income; (6) Married or Single; (7) Height. Thirty-eight men were asked to rank ten men of their acquaintance on the basis of the above facts with very interesting results. It was found that, contrary to the so-called "Science of Character Analysis," the brunettes were more aggressive than the blonds, more intelligent, and more likely to succeed. The following conclusions were arrived at after a careful statistical treatment of the ratings obtained:

"It is evident (1) that present salary is related to aggression and intelligence, and predicts fairly well the estimated ultimate income; (2) that the presence of blond or brunette traits has little or no bearing on other human traits, such as aggression or income; (3) that aggression is related to both intelligence and probable ultimate income; (4) that intelligence is related to probable ultimate income; (5) that both marital state and height bear little relation to the other qualities."

H. C. L.

Thurstone Employment Tests. By L. L. Thurstone, Department Psychology, Carnegie Institute of Technology. Published by World Book Co., Yonkers, N. Y.

A system of tests for employers consisting of an examination for clerical workers and for typists.

Improving Foremanship. By Theodore Struck, Asst. Director of Vocational Education, State Dept. of Public Instruction, Harrisburg, Pa. *Paper Trade Journal*. August, 1922, p. 38.

Those particularly concerned with foremanship training will probably find this short article by Mr. Struck of interest. He states that:

"Very good results have been attained with foremen's conferences in which small groups have met in round-table fashion to discuss ways and means of improvement."

"The conferences centered around the idea of job analysis as a means of improving foremanship. Each foreman made careful and detailed analysis of his various responsibilities."

"After the problems of job analysis had been mastered, consideration was given to questions involving various types of cooperation such as horizontal cooperation, or that with other foremen, and vertical cooperation, or that with workers on the one hand, and with the management on the other."

"The foremen all attended voluntarily. In order that superintendents might be kept fully informed about the progress made and the conclusions reached in the foremen's conferences, the conference leaders met the superintendents' group for half an hour daily."

C. R. D.

The Training of "Institutional" Salesmen.

By Henry C. Link. Administration, October, 1922, pp. 398-393.

The author in this article presents the requirements of a new type of salesmanship, which he calls "institutional selling" and for which he plans to outline methods of training. This article, which will be concluded in next month's issue, confines itself to an exposition of characteristic types of institutions showing the nature of the sales problems presented by each. The types enumerated are:

1. The Chain Store Type
2. The Branch Store Type
3. The Dealers Type. H. C. A.

Cultivating Retail Salesmen

Through the Mails. By Walter Engard. The Mailbag, September, 1922, pp. 175-179.

You may not agree with the conclusions of this writer when he refers to brand substitution or even in the matter of "incentive prizes" to retail salesmen, but you'll find the plan described interesting and informative. * * * "The competitive brand could be sold at 15c a package and the usual margin of profit maintained. Cream of Wheat was put in the background and the new brand put to the front. * * * In less than three months' time Cream of Wheat was taken out of stock entirely with the loss of but one single customer." An article showing the power of the retail salesmen if properly organized.

L. E. S.

The Study in Correlation of General Intelligence and Progress in Learning Machine Shop Work as Related to the Problem of Educational Guidance. By Verne A. Bird, Director of Vo-

cational Education, Utica, N. Y. Industrial Education Magazine, September, 1922, pp. 67-69.

The author of this article has made an interesting study of general intelligence rating of twenty-five boys and how they succeeded in taking hold of machine shop work. The results of this study show no close correlation between a high rating in IQ and the ability to master shop work practice.

J. McK.

Georgia's "Opportunity School."

Dry Goods Economist, Sept. 16, 1922.

In Atlanta, Georgia, the Georgia State Board for Vocational Education is conducting an "Opportunity School," cooperating with the large stores in the city. It is a part time school, employers allowing employees to go at most convenient times. The aim of the school is to fit students for new positions or help them in their chosen line. Courses are given in Salesmanship, Merchandising, Color and Design, Advertising, Millinery, Typing, Short-hand, etc.

The Atlanta State Board pays the operating expenses, the city being partly reimbursed at the end of each quarter by the State Board for Federal Education from State and Federal funds.

D. S.

Relation of Education to Management Engineering. By Paul Kreuzpointner. Management Engineering, October, 1922, pp. 219-220.

"However laudable the proposition of the engineers to make their expedience and knowledge felt in the management of public affairs, such efforts will not be received on the part of the public with deserved understanding unless the public mind is prepared for the evaluation

of the engineer's service to community welfare."

The engineer must bear in mind that the aim of public education is to train the most desirable citizens able to earn their living while contributing to the common welfare of the community, state and nation.

It is pointed out that the engineer must direct his attention to the Junior High School, as it is destined to play an important part in the industrial educational system of the United States. H. C. A.

Results of an Inquiry Concerning Certain Phases of Industrial Arts for Junior High School.
By Kenneth B. Carman, Columbia University. Industrial Arts Magazine, October, 1922, pp. 373-377.

This is the second article concerning an inquiry on this subject of shop work in junior high-school work. The aims or objectives of shop work in this new type of high school are discussed; and it would be worth while for the plant educational directors to see what industrial education experts, in connection with this phase of public school work, have to say regarding the type of work taught and the methods employed. J. McK.

Reconstruction in Education. The American Defense Society, Inc., 116 East 24th St., New York City.

A pamphlet outlining some of the details of a program adopted by a few communities in industrial education and training through the co-operation of the schools and the industries. The five steps covered in the program are Standard Terminology and Job Specifications, Analysis of Job Specifications into In-

struction Material, Organizations of Courses of Instruction, Tests for Assignment and Proficiency, and the Liberal Component of Training.

The Trade Union College Movement. By Prof. Arthur D. Dean, Teachers' College. Industrial Education Magazine, September, 1922, pp. 65-66.

The writer of this article is a school man who has a very vital and living interest in the education of working people. He gives a short but very illuminating point of view regarding the trade union college movement. The man who is interested in the educational work of an industrial plant ought to be familiar with this movement and become interested in its aim, which, in some ways, is different from the specific technical education in a factory school.

In other words, as an English authority rather wittily said with regard to the aim of this work: "It does not help a man to get along better in life; it helps life to get along better in the man." J. McK.

Arousing and Developing Workmen's Interest. By Albert G. Suttil. Management Engineering, October, 1922, pp. 224-225.

There are many factory workers who have the ambition for greater achievements but who are not educationally equipped to further their desires. They need the guidance and aid of those who have had greater advantages to teach them fundamentals. The author points out that engineers, on account of their training have a responsibility in this direction. A very workable plan for arousing and developing the interest of factory workers is suggested in this article. H. C. A.

Chicago Public High School Course in Retail Selling and Advertising. Issued by the Department of the Interior, June, 1922. Commercial Education Leaflet No. 1, pp. 5.

An outline of the plan as used in the schools of Chicago and a list of those books used in the course.

Part-Time Cooperative Courses.

Bulletin 78, Trade and Industrial Series No. 23. Federal Board Vocational Education, Washington, 1922.

Suggestions for the information of administrators and teachers interested in the organization of cooperative courses, the duties and responsibilities of the coordinator, and the organization of a curriculum.

Steel Industry Is Safety Force. By

Dr. L. W. Chaney. Iron Trade Review, September 14, 1922.

This article reviews the safety movement in the steel industry, and makes it clear that though the steel industry has been a most hazardous one in past years, it has also been a real pioneer in making all industries safe. Twenty years ago "steel men were honestly of the opinion that the element of great risk was inseparable from their enterprise."

Five outstanding items appear in the history of safety in the steel industry:

1. The movement was initiated by the steel industry.
2. It establishes the safety committee system.
3. It made the first large trial of compensation.
4. It initiated the movement which resulted in the National Safety Council.
5. It emphasized the importance of engineering in accident prevention.

A. J. B.

Fundamental Ways of Reducing Labor Turnover. By Walter J. Mattern. Administration, October, 1922, pp. 471-477.

There are two fundamental ways of reducing labor turnover.

- a. To remove the external causes through concerted action of workers and employers;
- b. To remove the internal causes by:

- (1) Making work agreeable
- (2) Regularizing the job
- (3) Scientifically adjusting the length of the working day
- (4) Paying attractive wages
- (5) Adopting the most improved machinery for the supervision of personnel.

H. C. A.

The Things That Are Caesar's. By Guy Morrison Walker. A. L. Fowle, New York, 1922, pp. 82. Price \$.50.

An interesting and instructive pamphlet in defense of wealth.

Report of the International Welfare Conference.

Held at the Chateau d'Argeronn, La Haye, Malherbe, Normandy, France, July 2 to 29, 1922. Welfare Work, August, 1922.

A brief survey of Industrial Welfare Work in Great Britain, France, America, Switzerland, Sweden, China, India, Belgium and Holland.

Commenting on the paper "Personnel Work in America," read at this conference by Miss Louise C. Odencrantz, Employment Manager, Messrs. Smith & Kaufmann, Inc., New York City, the report says, significantly: "We believe that it represents the best type of Welfare Work, and one which unhappily we (in England) do not always connect with the accounts which reach this country, of the 'super-efficiency' campaign in America." A. W. A.

China's First National Labour Conference. By W. T. Zung. Welfare Work, September, 1922, p. 169.

The opinions of an educated Chinese on the industrial problems of China. Of especial interest because of the movement toward improved industrial conditions in a country where up-to-date machinery is used, though rarely guarded by safety devices, where a 12-hour day is the rule with a 14 or 16-hour day a common thing, and where a factory prides itself on employing no children under five years of age.

Until recently people in China and elsewhere have considered the workers in China listless and apathetic. According to Mr. Zung, they are not, however, indifferent to their lot. He points out various signs of awakening. In spite of much oppo-

sition, Chinese workers are beginning to observe Labor Day, and on May 1-6th, 1922, the first Chinese Labour Conference met in Canton. A resolution in favor of an 8-hour day was one of the ten that were passed.

A. W. A.

What Do We Mean by Service?

By J. K. Jones. American Machinist, September 14, 1922, pp. 413-415.

The writer of this article starts out by quoting Webster's definition of the word "service," and using this statement like a test gage he applies it to various phases of business in an interesting and enlightening manner. The article is worth while a study by those who are closely connected with the personnel and training problems.

J. McK.

Association News

Officers

At the meeting of the Board of Directors of the National Personnel Association held on Thursday, November 23, 1922, at the Machinery Club, New York, N. Y., W. W. Kincaid, President of The Spirella Company, Inc., Niagara Falls, N. Y., was re-elected President of the National Personnel Association for the ensuing year; W. J. Donald was re-elected Managing Director and Secretary. The Vice-Presidents and the Treasurer will be elected at a meeting of the Board of Directors to be held about the middle of December.

Directors

At the Annual Business Meeting of the National Personnel Association

held at the William Penn Hotel, Pittsburgh, Pa., on Thursday, November 9, 1922, the following were elected to the Board of Directors:

- S. B. Bunker, Advisory Staff, Industrial Relations Section, General Motors Corporation.
- C. S. Ching, Supervisor of Industrial Relations, United States Rubber Company.
- H. S. Dennison, President, Dennison Manufacturing Company.
- C. R. Dooley, Manager Personnel and Training, Standard Oil Co. of New Jersey.
- E. K. Hall, Vice-President, American Telephone & Telegraph Company.
- W. W. Kincaid, President, The Spirella Company, Inc.

Elisha Lee, Vice-President, Pennsylvania Railroad Company.
 Sam A. Lewisohn, Vice-President and Treasurer, Miami Copper Company.
 John McLeod, Assistant to President, Carnegie Steel Company.
 Miss Louise Moore, Employment Service Manager, Dutchess Manufacturing Company.
 Dr. R. S. Quinby, Service Manager, Hood Rubber Company.
 Dr. John A. Stevenson, Vice-President, The Equitable Life Assurance Society of the United States.
 Percy S. Straus, Vice-President, R. H. Macy & Company, Inc.
 F. W. Tasney, Vice-President, Prudential Insurance Company of America.
 A. H. Young, Manager Industrial Relations, International Harvester Company.

Board of Councillors

At the Annual Business Meeting of the National Personnel Association held at the William Penn Hotel, Pittsburgh, Pa., on Thursday, November 9, 1922, the following were elected to the Board of Councillors:

L. P. Alford, Editor, Management Engineering.
 Mrs. R. F. Armstrong, Assistant Manager of Industrial Relations, Eastman Kodak Company.
 Meyer Bloomfield, Bloomfield & Bloomfield.
 C. S. Ching, Supervisor of Industrial Relations, United States Rubber Company.
 Henry S. Dennison, President, Dennison Manufacturing Company.
 J. W. Dietz, Educational Director, Western Electric Company, Inc.
 F. H. Dodge, Vice-President, Burroughs Adding Machine Company.
 W. B. Donham, Dean, School of Business Administration, Harvard University.

T. E. Donnelley, President, R. R. Donnelley & Sons Company.
 C. R. Dooley, Manager Personnel and Training, Standard Oil Co. of New Jersey.
 Francis Farwell, Secretary Industrial Relations, Worthington Pump & Machinery Corporation.
 Boyd Fisher, Lockwood, Greene & Company.
 Dr. Lee Galloway, Vice-President, The Ronald Press Company.
 E. K. Hall, Vice-President, American Telephone & Telegraph Company.
 Harry A. Hopf, H. A. Hopf & Company.
 W. W. Kincaid, President, The Spirella Company, Inc.
 J. M. Larkin, Assistant to the President, Bethlehem Steel Company.
 E. S. McClelland, Personnel Director, Westinghouse Electric & Manufacturing Company.
 Dr. C. R. Mann, Chairman, Advisory Board, Operation and Training Division, War Department.
 Dr. Henry C. Metcalf, Director, Bureau of Personnel Administration.
 Earl B. Morgan, Director, Employment & Service, The Curtiss Publishing Company.
 Miss Louise Moore, Employment Service Manager, Dutchess Manufacturing Company.
 Louis L. Park, Supervisor of Welfare, American Locomotive Company.
 D. W. K. Peacock, Personnel Director, White Motor Company.
 S. R. Rectanus, Director of Employment, American Rolling Mill Company.
 Philip J. Reilly, Personnel Director, Retail Research Association.
 Percy S. Straus, Vice-President, R. H. Macy & Company, Inc.
 W. H. Winans, Industrial Relations Dept., Union Carbide & Carbon Corporation.
 Arthur H. Young, Manager of Industrial Relations, International Harvester Company.

In addition, the Board of Councilors includes one representative of each of the affiliated local groups which on December 1 include Dayton, Pittsburgh, California, the tri-cities, that is, Moline, Davenport and Rock Island, and Buffalo and New York.

General Program of Work for 1923

A "Program of Work Committee" for 1923 has been appointed, with instructions to prepare and adopt a general program of work in 1923. The Committee has instructions to confer with the membership by ballot or by questionnaire and to report the results to the Board of Directors.

Three-Year Program

The new Board of Directors has determined on the preparation of a "three-year program of work" for the Association. The procedure in the preparation of this program will be as follows:

1. A statement of past achievements of the Association will be prepared.
2. The Managing Director will consult the Directors and Councillors regarding the planks for a three-year program.
3. A Committee consisting of Messrs. S. B. Bunker, J. W. Dietz, W. J. Donald, C. R. Dooley, J. M. Larkin, L. L. Park and F. W. Tasney will prepare a tentative statement for presentation to the Board.

Nominating Committee

At the Annual Business Meeting of the National Personnel Association held at four o'clock on Thursday, November 9, 1922, at the William Penn Hotel, Pittsburgh, Pa., the following were elected to the Nominating Committee for 1923:

C. S. Coler, Manager, Educational Department, Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

J. W. Dietz, Educational Director, Western Electric Company, Inc., New York, N. Y.

H. E. Fleming, Assistant Director, Bureau of Commercial Economics, Inc., Chicago, Ill.

O. M. Miller, Assistant to Superintendent, Bayway Plant, Standard Oil Co. of New Jersey, Elizabeth, N. J. Earl B. Morgan, Director Employment and Service, The Curtis Publishing Company, Philadelphia, Pa.

1923 Committees

The Board of Directors has authorized the Program of Work Committee, through a Committee on Committees appointed by it, to appoint the working committees for 1923 and to report the results to the Board of Directors.

Editorial and Publications Committee

The President has been authorized by the Board of Directors to appoint an Editorial and Publications Committee which shall have the direction over the publishing of the magazine, the general policy in regard to divisional news letters, the general policy in regard to the editing of committee reports and proceedings of the Association and to fix prices for the publications of the Association, which prices are to be reported to the Board of Directors.

Membership and Publicity Committee

The President has been authorized by the Board of Directors to appoint a Membership and Publicity Committee which shall have power to recommend the election, dismissal or dropping of members and shall have the duty to promote the increase of membership and shall have general supervision over the publicity program of the Association.

International Personnel Conference

The National Personnel Association has decided to cooperate with the International Personnel Conference, and President Kincaid has been authorized to recommend a representative for appointment on the interim committee.

The history of the International Personnel Conference and the report of its meeting appear in the October number of "Personnel Administration."

Convention Resolutions

The Resolutions Committee, consisting of the following:

Fred C. Krafft, Labor Manager, Alfred Decker & Cohn, Chicago, Ill.
A. E. Crockett, Director, Industrial Management Council, Rochester Chamber of Commerce, Rochester, N. Y.

E. W. Gressle, Employment Manager, Warner & Swasey Company, Cleveland, Ohio.

H. W. Casler, Assistant to Vice-President, New York Telephone Company, New York City.

Horace G. Hill, Jr., Manager Industrial Relations, Atlantic Refining Company, Philadelphia, Pa.

Oscar M. Miller, Assistant to the Superintendent Bayway Refinery, Standard Oil Company of New Jersey, Elizabeth, N. J.

prepared and presented to the Convention at Pittsburgh the following resolutions which were unanimously adopted:

"RESOLVED by the National Personnel Association, duly assembled at Pittsburgh in its first National Convention, that

We congratulate the management of industry and commerce, as well as all personnel workers, on the sustained and growing interest in specialized personnel administration evidenced by the large and representative attendance at this convention; by the well-

prepared, practical committee reports, each dealing with a definite, every-day problem in management, and also by the illuminating, helpful discussions of those problems at its round tables and general sessions.

This convention marks distinct progress towards the attainment of the major purpose of this association as set forth in its articles of incorporation, viz.:

'To advance the understanding of the principles, policies and methods of creating and maintaining satisfactory human relations within commerce and industry.'

BE IT FURTHER RESOLVED that we commend our national officers, directors and committees, and especially Mr. W. W. Kincaid, the first President of the Association; Mr. W. J. Donald, Managing Director and Secretary and Dr. Henry C. Link, Chairman of the Convention Program Committee, for the efficient manner in which they have arranged for and guided this convention.

We gratefully acknowledge the welcome extended to our Association by the great industrial city of Pittsburgh through Mr. W. M. Furey, President of the Pittsburgh Chamber of Commerce.

We deeply appreciate the hospitality extended to us by the Pittsburgh Personnel Association, its committees and individual members. The work of the General Convention Committee, headed by Mr. C. S. Coler, contributed greatly to the success of the Convention."

Divisions

The most important step taken by the National Personnel Association since its formation was the decision to establish divisions of the Association. This step arose out of an amendment to the By-laws adopted at

the Convention in Pittsburgh, which reads as follows:

"The Board of Directors shall have the power to establish divisions of the National Personnel Association."

This step has grown out of much discussion of the subject beginning prior to the consolidation of the two organizations. It had its origin in the fact that the Industrial Relations Association of America was interested chiefly in employment, having been the successor to the former National Association of Employment Managers. The National Association of Corporation Training was chiefly interested in training and was composed chiefly of corporations which had corporation schools, and its personnel consisted very largely of educational directors. As a consequence, it was natural to suggest that there ought to be divisions in the National Personnel Association, such as an Employment Managers' Division, an Educational Directors' Division, etc.

Fundamentally, however, it would seem that the merger of the two Associations stands for the principle that employment and training are simply different phases of the one problem of "personnel administration." The group meetings held on last February 17th at the Bankers' Club by the two New York locals were devoted to the training of salesmen, the training of plant personnel and the training of office personnel. In none of these groups was it possible to keep away from the subject of the selection of the people who are to be trained.

The National Personnel Association is an indication of the fact that we have reached the stage in personnel work when selection and training need to be coordinated under a chief personnel executive, whatever he may be called—Personnel Manager, Personnel Director, Assistant to the President, Industrial Relations Manager, or

whatever it may be. Therefore, it has been decided that it would be a mistake to separate the Educational Directors from the Employment Managers by forming specific divisions for each.

It has been evident, however, that there are some classes of people who are interested in personnel problems who cannot be reached unless they are segregated into groups. For instance:

1. Many major executives view the Association as consisting of personnel men only, and, while they give their approval, many of them, nevertheless, take the attitude that they can't give much thought or time to the National Personnel Association.

2. There is a rapidly growing list of sales executives whom it is difficult to interest in an association which, in their minds, has to do largely with "industrial relations"; this, despite the fact that in the next ten years attention to sales personnel problems is going to rapidly develop so that it may parallel the present attention to plant personnel problems. This group includes the large retail stores which feel that they have not gotten as much as they should out of the association because it has devoted its attention very considerably to plant personnel problems.

3. There are a great many officers and executives of companies such as banks and insurance companies, as well as executives of manufacturing and other corporations, who are interested chiefly in problems of the personnel of officers.

4. There are other special groups which have a close relation to personnel problems but which have a very highly specialized technique. These include employee publication editors, industrial physicians and industrial nurses."

At the meeting of the Board of Di-

rectors held on November 23, it was definitely decided that three divisions should be established at once; namely,

Office Executive Division

Plant Executive Division

Sales Executive Division.

It was felt that these three groups are coordinate and it is hoped that the Sales and Office Executives' Divisions will become as large in the near future as the Plant Executives' Division will be at the outset of this year.

It is the policy of the Board of Directors to develop a general program which will be of equal and universal interest to sales office and plant executives including personnel executives, and that the general program will be supplemented by a special program of each division.

Each division will be in charge of a Vice-President of the Association, elected by the Board. Each division will suggest its own program for the year which will be referred to the General Program of Work Committee for approval. The Vice-Presidents of the Association will be ex-officio members of the General Program of Work Committee.

In general, the program of each division, in addition to the general activities of the Association, will be as follows:

1. The division will include all members of the Association who state a preference for belonging to the division, even though interested in other divisions.

2. It will be administered by a Committee chosen by the Vice-President-in-charge in cooperation with the Board.

3. One special conference a year of each division will be held at the general Convention and one other conference may be held by each division if thought desirable.

4. Each division will issue a mimeo-

graphed or a multigraphed news letter periodically.

5. Each division will make one thorough special study of some subject each year.

Every member of the Association will receive all of the general publications of the Association. The fundamental basis of membership in the Association will be the general membership and this will be supplemented (not supplanted) by the special activities and reports of divisions. The Board of Directors has decided that the special interests of other special groups will be taken care of by means of conferences; for instance, the question of the holding of a conference of major executives of Company members will be given consideration by the Board of Directors at its next meeting. The purpose of such a conference is:

1. To afford an opportunity for major executives of Company members (and a limited number of guests) to confer.

2. To provide a means of promoting executive interest in, sound ideas about, and conviction regarding personnel work—among major executives. Such a conference ought to be of interest uniformly to all major executives, whether connected with a bank, an insurance company, an industrial corporation, or a department store, for it will deal only with fundamentals.

Similarly, special conferences may be arranged from time to time for such special groups as employee publication editors, or physicians and nurses in industry and commerce. It is felt that the employee publication editor has one general interest, whether he is connected with the Plant Division, with the Sales Division or with the office end of a business, and that this is similarly true of physicians and nurses.

Apart from such conferences, it is felt that major executives, employee publication editors, physicians, nurses and others who are interested in personnel from a highly specialized viewpoint, should participate in the general activities of the Association.

Company Membership Service for 1923

The program of service to Company members for 1923 as determined by the Board of Directors meeting held on November 23rd will consist of the *service given to individual members plus the following:*

1. Three extra copies of the magazines to be sent:—one to the alternate Company representative and one to each of such other two persons as may be designated by the Company.
2. One extra copy of each Committee Report in the General Program to the alternate Company representative.
3. One extra copy of the Convention discussion of each Committee Report in the General Convention Program—printed as a supplement to the Committee Reports—to be sent to the alternate Company representative.
4. One copy of the news letter issued by not only one but by each of the divisions of the Association—one to be sent to persons designated by the Company.
5. One copy of the special Committee Report of each Division.
6. One copy of the Proceedings of any conference held by any Division.
7. One copy of each report issued in an "Information Service Series" (multigraphed, mimeographed or printed.)
8. An individual information service, including a bibliographical service.

Individual Membership Service for 1923

The program of service to individual

members for the year 1923 is, according to the decision reached by the Board of Directors on November 23rd, to be as follows:

1. One copy of the magazine.
2. One copy of each Committee Report in the General Program.
3. One copy of each address at the General Convention.
4. One copy of the Convention Discussion of each report in the Convention Program—printed as a supplement to the report.
5. Identification with one division.
6. One copy of the news letter of the selected division.
7. One copy of the Proceedings of any Conference held by the division.
8. Bibliographical service not exceeding twelve bibliographies per year.

List of Company Members Which

Have Joined Since Sept. 1, 1922

Buick Motor Company.
Colorado Fuel and Iron Co.
Hammermill Paper Co.
New York Stock Exchange.
Pictorial Clubs, Inc.
The Proctor & Gamble Co.
Sayles Finishing Plants, Inc.
United States Rubber Co.
Urban Motion Picture Industries, Inc.
Warner & Swasey Co.

United States Chamber of Commerce

At the meeting of the Board of Directors held on November 23rd, it was decided that the National Personnel Association should join the United States Chamber of Commerce.

President Kincaid has been asked to recommend to the next meeting of the Board of Directors a name for a National Councillor in the U. S. Chamber.

